



Statewide Strategic Plan for Nursing in the State of Arizona

Prepared by:

***The Arizona Governor's Task Force on
the Nursing Shortage - 2006***





Table of Contents

Acknowledgements	3
Executive Summary	4
Introduction	5
Background	6-7
Vision and Mission	8
Strategic Themes	9
Concurrent Efforts	10-14
Goals and Objectives	15
Strategic Map Table	16-24



Acknowledgements

This strategic plan would not be in existence without the vision and leadership of Governors Hull and Napolitano in appointing a statewide taskforce to address the nursing shortage in Arizona. Thanks to the professional nursing community and key stakeholders who served as members of the Governor's Task Force on the Nursing Shortage (listed below). Members represented all areas of nursing as well as geographic regions throughout the state. A special thanks to Marla Weston and Fran Roberts for providing leadership in the development of this report, and to Dan Anderson of the Arizona Board of Regents who provided data on the economic impact of Arizona's healthcare industry.

Members and their representative organizations included:

Daniel Chafetz, Staff nurses, Tucson
Rose Conner, Public Health Policy
Barbara Durand, Arizona State University
Marty Enriquez, University Medical Center
Amy Franciscus, Staff nurses, Phoenix
Susan Gerard, Governor's Office
Colleen Hallberg, Thunderbird Hospital
Patricia Harris, Maricopa Community Colleges
Sandy Hughes, AZ Healthcare Human Resources Association
Linda Hunt, St. Joseph's Hospital, Phoenix
Marjorie Isenberg, University of Arizona
Jack Jewett, Tucson Medical Center, Board of Regents
Charlotte Kelly, Nurse supervisors, Flagstaff
Raymond Kronebitter, Staff nurses, Yuma
Robert Lucero, ASU graduate student
Peggy MacMacken, Carondelet Health Network
Kathy Malloch, Nursing consultant
Linda Maschner, Public health nurses
Melinda Miller, Staff nurses, Phoenix
Doris Milton, University of Phoenix
Joanne Motley, Staff nurses
Margaret Mullan, The Beatitudes Campus, Phoenix
Richard Patze, Pima Community College
Joey Ridenour, Arizona State Board of Nursing
Fran Roberts, Arizona Hospital and Healthcare Association
Carol Robinson, Staff nurses and nurse supervisors, Phoenix
Judith Sellers, Northern Arizona University
Bertha Sepulveda, Hispanic Nurses Association
Margaret Taylor, Yavapai Regional Medical Center
Patricia Torrington, Handmaker Jewish Services for the Aging, Tucson
Marla Weston, Arizona Nurses Association
Jayne Swinford Wilkins, Staff nurses, Show Low



Executive Summary

Although national in scope, the nursing shortage is particularly problematic in Arizona. Nationwide there are 782 registered nurses (RNs) for every 100,000 people, whereas in Arizona there are only 628 RNs per 100,000 people. The Governor's Task Force on the Nursing Shortage was charged with developing a statewide strategic plan to ensure that the State of Arizona has the nursing resource necessary to meet the healthcare needs of its citizens.

The work of the Governor's Task Force on the Nursing Shortage was organized around four strategic themes that categorize the factors that contribute to the nursing shortage and recommendations to counter those factors. The themes are:

- Attracting People to the Profession
- Educating More Nurses
- Improving the Work Environment
- Removing Regulatory Barriers

This report summarizes work done to date and identifies specific goals, strategies and responsible parties for impacting the nursing shortage in the short and long term. The goals relate to the themes and are:

GOAL 1. Strategies are implemented for forecasting the changing nursing workforce demand and attracting people to the profession.

GOAL 2. Strategies are implemented to double the capacity of Arizona's registered nursing education programs over 2003 levels by the year 2007.

GOAL 3. Strategies are implemented to improve the work environment of Arizona's registered nurses.

GOAL 4. Strategies are implemented to remove regulatory barriers to nursing practice and education.

The Governor's Nursing Shortage Task Force recommends the appointment of an Oversight Committee to assure implementation of the strategic plan.



Introduction

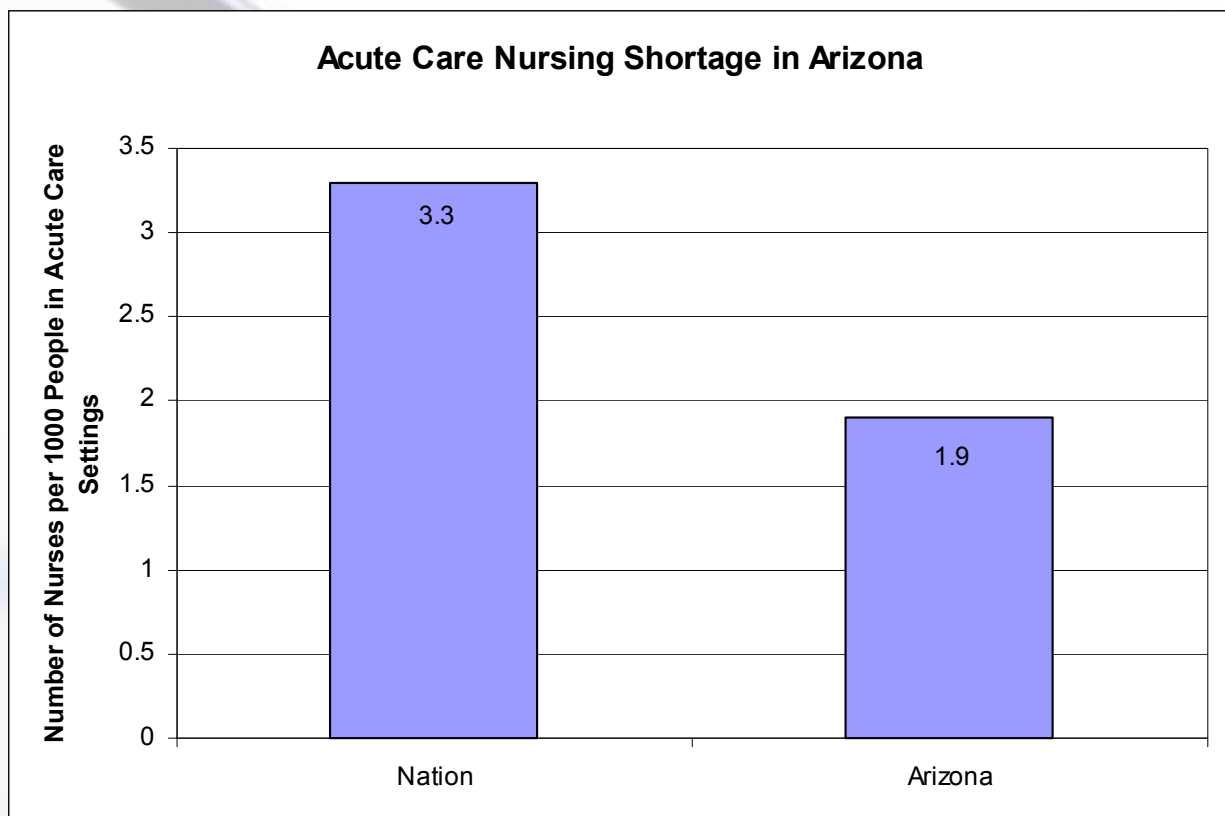
The state of Arizona is facing a shortage of registered nurses (RNs) that is reaching a crisis of critical proportion. In 2001, in recognition of this crisis, Governor Hull appointed the Governor's Task Force on the Nursing Shortage. Now, under the leadership and administration of Governor Janet Napolitano, the Task Force has been charged with the development of a statewide strategic plan targeting the multiple and complex factors involved with the shortage of RNs.



Background

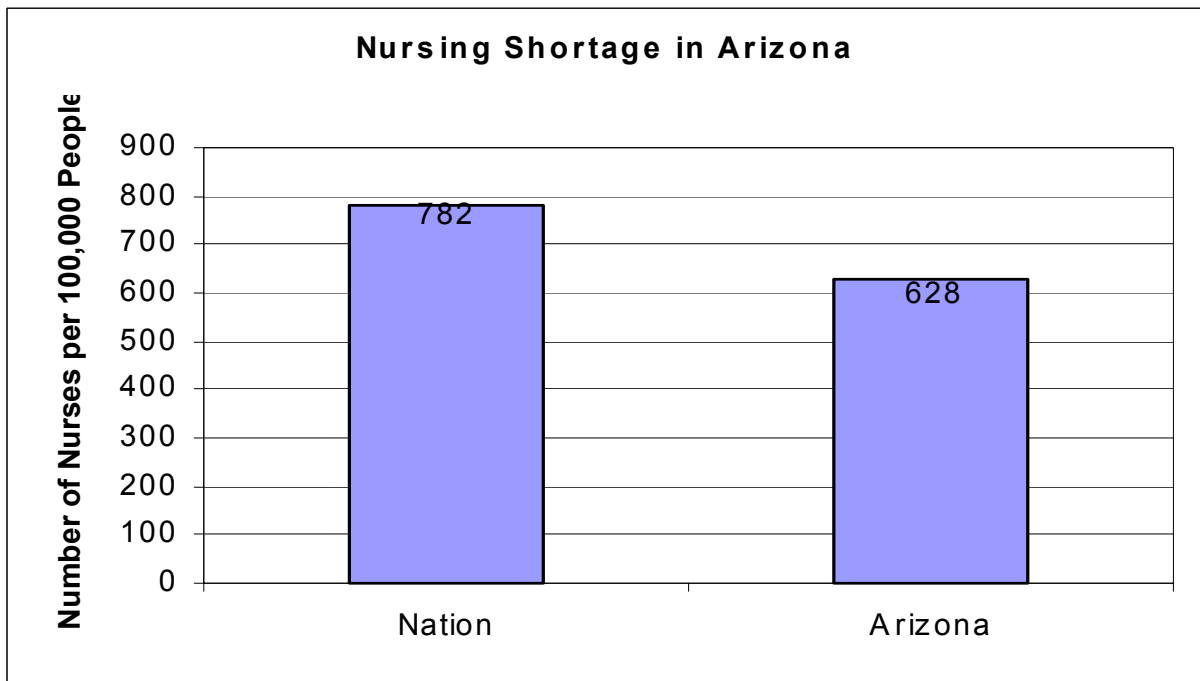
Since the turn of the century, the country and state have experienced repetitive and cyclical nursing workforce shortages. The conventional wisdom was that these supply and demand swings were an inevitable part of the dynamic system of healthcare delivery in America. However, today's nursing crisis is fundamentally different from past shortages. The coupling of fewer people entering the profession along with increasing demand related to statewide population growth, a disproportionate increase in the elderly population, and medical and technological advances, has created an unprecedented and persistent shortage.

Although national in scope the shortage is particularly problematic in Arizona. In acute care settings in the United States the average number of RNs is 3.3 for every 1,000 people. In Arizona the ratio is 1.9 RNs per 1,000 people. Nationwide there are 782 RNs per 100,000 people; in Arizona there are only 628 RNs per 100,000 people. In the United States between 1996 and 2000 there was a 2% decline in the ratio of RNs to the population; in Arizona there was a 12.9% decline.





Background



At the same time, the growth of the healthcare industry has been unprecedented. Since the 1990's, healthcare employment has grown 20% faster than total Arizona jobs. Furthermore, the healthcare industry is responsible for 8.6% of jobs in Arizona and 10% of wages. Investment in ensuring a stable and responsive healthcare infrastructure not only serves the healthcare needs of Arizona citizens, but also contributes to the strength of the economy. For every dollar invested in the industry about 2.2 total dollars are added to the local economy.



Vision for Nursing in AZ

The health and well being of residents of Arizona will be supported and enhanced through the provision of accessible, high quality care and nursing services by the nursing profession.

Mission of the Governor's Task Force

The mission of the Governor's Task Force on the Nursing Shortage is to ensure that the State of Arizona has the nursing resources necessary to meet the healthcare needs of its citizens. The Governor's Nursing Shortage Task Force shall develop a statewide strategic plan to address the nursing shortage in Arizona for both the short and long term. To achieve this end, the Governor's Task Force on the Nursing Shortage will facilitate comprehensive planning and policy development to strengthen the nursing workforce in Arizona, as well as identify potential funding for strategic initiatives. In addition, the Task Force will study and make recommendations on new and emerging issues upon the request of Task Force members.



Strategic Themes

The work of the Governor's Task Force on the Nursing Shortage was organized around four strategic themes that categorize the factors that contribute to the nursing shortage and recommendations to counter those factors. The factors are:

- Attracting People to the Profession
- Educating More Nurses
- Improving the Work Environment
- Removing Regulatory Barriers

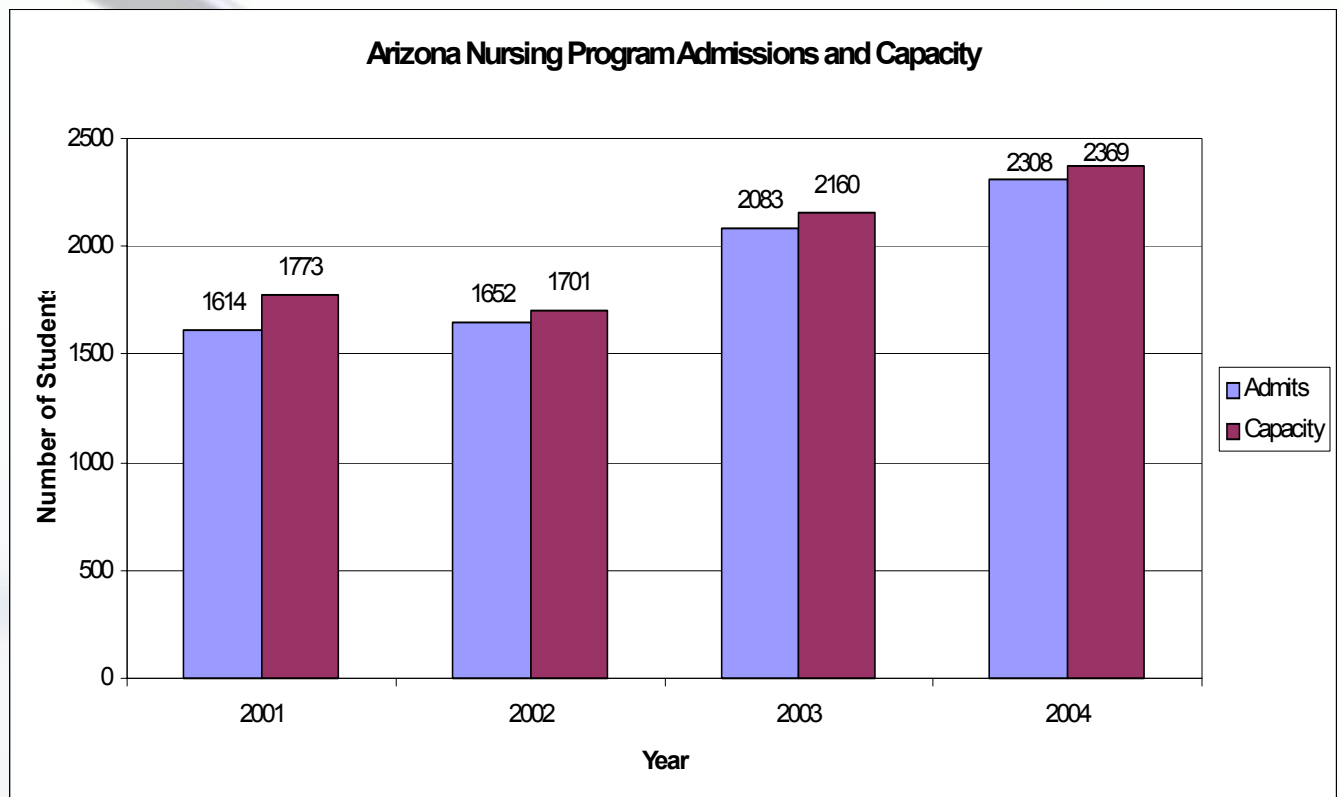
Attracting people to the profession focuses on limited public knowledge about the profession of nursing and what nurses do to enhance people's lives related to wellness, renewed health, or the inevitability of dying. *Educating more nurses* focuses on the need to expand the capacity of programs of nursing education in the state, and programs of higher education leading to more advanced practice nurses and nurse educators. *Improving the work environment* focuses on issues in settings where nurses practice that contribute to satisfaction, the desire to continue to practice and the quality of patient care. *Removing regulatory barriers* focuses on examining any statute or rule that currently prevents nurses from proficiently providing high quality care and nursing services to the residents of Arizona.



Concurrent Efforts

A number of concurrent efforts have been undertaken while the taskforce has been in progress (Table 1). Funding, assistance, and collaboration by hospitals, foundations, and professional associations have been organized through the leadership and direction of the Arizona Hospital and Healthcare Association (AzHHA) in creating and implementing the “Campaign for Caring”, a statewide initiative aimed at increasing interest in healthcare professions, supporting an increased capacity in the state’s nursing education programs, and addressing problems related to healthcare workplaces.

Universities and community colleges have responded to the shortage by creatively enhancing the capacities of their programs (See table below). Extended course hours into evenings and weekends have maximized availability of teaching space and clinical rotations. New programs, including second career programs, school and hospital partnerships, and on-line courses have accommodated more learners.



Data obtained from the Arizona State Board of Nursing website



Concurrent Efforts

The Arizona Legislature in 2002 passed Senate Bill 1260 charging the “Arizona board of regents and the president or chancellor of each community college district or their designee and one member of the state board of directors for community colleges appointed by the chairman, in conjunction with private educational institutions that provide nursing education programs, hospitals and private hospitals and healthcare organizations, shall develop a caregiver and resource expansion program. The caregiver and resource expansion program shall be a five-year plan to increase the number of nurses who enter and graduate from nursing education programs in this state.” The bill also provides more specific direction regarding the development of a plan to double the capacity of Arizona’s registered nursing education programs by 2007.

Healthcare organizations that employ nurses have initiated plans to create work environments that facilitate the work of nursing. Many have implemented programs to financially support faculty and programs to educate more nurses, and nearly all have enhanced scholarship and loan programs.

The Arizona Nurses Association (AzNA) has provided leadership and direction by educating nursing employers on the characteristics of environments that are attractive and supportive to nurses. In addition, a program was initiated by AzNA and the Arizona Organization of Nurse Executives (AzONE) to enhance leadership skills of nursing supervisors in partnership with the University of Arizona Colleges of Business and Nursing.

AzNA spearheaded legislation in 2003 concerning reporting of patient safety issues. The passage of Senate Bill 1178 established reporting policies and procedures prohibiting retaliation against health professionals working at health care institutions when they in good faith report any unsafe practices or violation of law that put patients’ health or safety at risk. In addition, AzNA worked with the AzONE on a project that would eliminate the use of mandatory overtime by hospitals within the state.



Concurrent Efforts

Regulatory initiatives by the 2004 Arizona Legislature included the passage of House Bill 2256, which provides for piloting a study of medication technicians passing medications to custodial patients in long-term care facilities. The adoption of rules by the Arizona State Board of Nursing (ASBN) related to the multistate compact for nurse licensure and the application process for foreign-educated nurses. These new rules have ensured that nurses moving into the state meet educational and competency standards. The Department of Health Services (DHS) has proposed rules which will strengthen nurse staffing requirements, including an acuity plan that is reviewed and evaluated annually, with results reported to the governing authority. In addition, the DHS is proposing the acuity plan include an assessment of a patient's need for nursing services be made by a registered nurse who is providing nursing services directly to that patient.

The Task Force acknowledges that these many efforts have not been sufficient to address the shortage of nurses in Arizona. As evidence mounts demonstrating that nurses are critical in ensuring patients receive quality health care, the need to address the nursing shortage in Arizona becomes even more critical. Unfortunately, there is no easy or simple solution.

The Task Force acknowledges reasons for this shortage are multiple and complex and must be addressed in a comprehensive manner through public and private partnerships. Since much time, funding and energy has been directed to this shortage, the Task Force has identified key priorities as well as gaps in current initiatives, and focuses this strategic plan on those areas needing current and future attention.



Concurrent Efforts

Table 1: Concurrent Efforts		
Strategic Theme	Activity	Status
Attracting People to the Profession	Campaign for Caring	Across the state there are reports of waiting lists for entry into nursing programs
Educating More Nurses	<ol style="list-style-type: none"> 1. Universities and Community Colleges increasing capacity. 2. Nursing Education Program and Expansion Plan (plan to double enrollment by 2007). 	<ol style="list-style-type: none"> 1. Student admissions are near or exceed capacity. Capacity has been increased at universities and community colleges. Enrollment in nursing programs (RN & PN) increased 26% from 2001 to 2003. See Board of Nursing Website. 2. Estimated cost to double capacity is \$125 million; \$14 million has been identified. 3. New programs are entering the market using new educational approaches. 4. Legislation introduced to allow Community Colleges to prepare nurses at the baccalaureate level. 5. Changing community demand for advanced practice nurses including NPs as intensivists and CNSs.



Concurrent Efforts

Table 1: Concurrent Efforts (continued)

Strategic Theme	Activity	Status
Improving the Work Environment	<ol style="list-style-type: none"> 1. "Magnet" Work Environment 2. Staffing 	<ol style="list-style-type: none"> 1. One hospital in Arizona Magnet Credentialed. Seven more are in development. 2. Eliminating mandatory overtime. 3. Two hospitals in Arizona implemented 1:4 ratios on med-surg. DHS implementing 1:2 ratios in ICU, requiring an acuity system and requiring that staff have knowledge of the staffing plan.
Removing Regulatory Barriers	<ol style="list-style-type: none"> 1. Legislation introduced to pilot med tech role in long term care. 2. Multistate licensure enacted. 3. State Board added flexibility to application process for foreign-educated nurses while maintaining educational and competency standards. 	<ol style="list-style-type: none"> 1. Legislation on pilot medication technician passed. 2. Licensure compact adopted by 20 states. 3. Foreign educated nurses continuing to experience delays at the national level.



Goals and Objectives

With the intent of focusing statewide efforts on those activities that would most dramatically impact the nursing shortage in the short-term while simultaneously creating an infrastructure for addressing future demands for nursing care, the Governor's Task Force on the Nursing Shortage prioritized suggested activities. Four goals were identified, and strategies, expected outcomes, and responsible parties were identified. Table 2 details a strategic map for addressing priority strategies.

Goal 1: Strategies are implemented for forecasting the changing nursing workforce demand and attracting people to the profession.

Goal 2: Strategies are implemented to double the capacity of Arizona's registered nursing education programs over 2003 levels by the year 2007.

Goal 3: Strategies are implemented to improve the work environment of Arizona's registered nurses.

Goal 4: Strategies are implemented to remove regulatory barriers to nursing practice and education.

The Governor's Nursing Shortage Task Force recommends the appointment of an Oversight Committee to assure implementation of the strategic plan.

Table 2: Strategic Map					
Theme	Activity	Expected Outcome/Date	Responsible Party	Update / Status January 2006	
Attracting People to the Profession	Identify the number of nurses and nursing assistants needed in various practice settings by geographical location, educational preparation and ethnicity.	Report on number of nurses and nursing assistants needed geographically, and by educational preparation, by December 2004.	Rose Conner, Kathy Malloch, Peggy Mullen, Fran Roberts, Marla Weston, Lynn Maschner	~ Have identified issues in the availability and consistency of data. ~ Considering a comprehensive data repository. Research position at Arizona State Board of Nursing funded, will continue this work. CLOSED	
	Implement centralized information for students on waiting lists to access information on openings in schools through ASBN website.	Available nursing education openings routinely listed on website by August 2004.	Joey Ridenour	~ Discussions for the development of a public access web based table that includes the following data elements: 1. School name 2. Cohort start date 3. # students applied 4. # students qualified 5. # students admitted 6. If hospital based program ~ Need to develop mechanism to identify duplicate applicants. Research position at Arizona State Board of Nursing funded, will continue this work. CLOSED	

Table 2: Strategic Map				
Theme	Activity	Expected Outcome/Date	Responsible Party	Update / Status January 2006
	Design strategy for retaining people on waiting list.	Issue reviewed briefly at Oct. 05 meeting. Outcomes and date information will be provided once responsible party determined.	Not assigned – pending response from group.	At the Oct. 05, 2005 update session this issue was decided to have it's own activity block as it will require resources to address.
	Determine, through a longitudinal study, if people on waiting lists remain interested in pursuing a career in nursing or have changed career paths.	Plan developed to counsel individuals currently on education program waiting lists.	Pat Harris, Joey Ridenour, Jean Stengel	<p>~ Developing a plan that will communicate what school programs currently have student openings so student options are available. Data will ideally be linked to above referenced web based table.</p> <p>Research Position at Arizona State Board of Nursing will collect data on e duplicate applications to establish an accurate number of students waiting.</p> <p>ONGOING—Educational programs to work on retention of waiting students.</p>

Table 2: Strategic Map				
Theme	Activity	Expected Outcome/Date	Responsible Party	Update / Status January 2006
	Identify strategies for attracting a more diverse population and more bilingual individuals to nursing.	Marketing campaign developed and implemented for attracting diverse populations and bilingual individuals to nursing by 2006.	Adda Alexander	~ Through the AzHHA HRSA grant, a 2 day conference on diversity training was held for instructors so minority student nurses will be retained. ~ Acquiring list of media contacts for minority based media ~ Launched nurse story telling project featuring minority nurses Recruitment of students has been successful, diversity efforts continue. CLOSED
	Continue to monitor number of individuals entering programs and number on waiting lists.	Annual report to nursing community by December 2004.	Joey Ridenour	~ Continue to monitor and part of routine reporting process. CLOSED
Educating More Nurses	Monitor and collaborate on fundraising and plan development for Nursing Education Program and Expansion Plan.	Plan developed to identify \$111 million over the next five years for increasing educational capacity.	Fran Roberts, Marjorie Isenberg	~ SB 1294 funded bringing \$20 million for education staff (not for capital expenses). AzHHA will continue their efforts and try to get matching Federal funding. Capacity increasing as forecasted. ~Group to meet to develop additional strategies CLOSED

Table 2: Strategic Map				
Theme	Activity	Expected Outcome/Date	Responsible Party	Update / Status January 2006
	Address the faculty shortage and the non-competitive salary structure of nursing faculty to meet current and future faculty demands.	Develop a plan for attracting nurses to faculty positions including (1) outline for adjusting salaries to meet market demands and (2) prediction of number of faculty needed based on growing demand and retirement projections.	Marjorie Isenberg, Pat Harris, Fran Roberts, Judy Sellers	~ SB 1294 funded \$20 million for salary impacts with faculty – both to acquire new staff and make salary ranges competitive and attractive. ~ Predictive model being explored. Nurse Researcher position at the Arizona State Board of Nursing Researcher will include faculty needs in predictive model under development.
	Explore strategies for increasing alternatives for educating more nurses while maintaining current standards.	Strategies identified for increasing alternatives for educating more nurses while maintaining current standards.	Pat Harris, Jayne Wilkins, Fran Roberts, Marty Enriquez, Richard Patze	~ A significant number of collaborative, creative and innovative programs have been developed through partnerships with hospitals. Workgroup continues to catalog these efforts. ~ All four Universities have developed fast track programs for 2 nd degree RNs. Three of the four have been implemented. CLOSED

Table 2: Strategic Map

Theme	Activity	Expected Outcome/Date	Responsible Party	Update / Status January 2006
	Implement program to assist foreign educated nurses to successfully complete NCLEX.	Program graduates first class by August 2005.	Bertha Sepulveda	<p>~ Will graduate first cohort in August 2005. Inquiries for this program have been received from around the world. First cohort has provided great feedback and “lessons learned” for following cohorts to assure success and satisfaction. The second cohort began in August, 2005.</p> <p>CLOSED</p>
	Evaluate the merits of baccalaureate nursing education through the state’s community colleges.	Nursing community recommendation for increasing baccalaureate nursing education in Arizona.	Marla Weston, Kathy Malloch	<p>~ Day of Dialogue occurred in Nov. 2004.</p> <p>~ Legislative efforts initiated on 2005 and will continue in 2006.</p> <p>CLOSED</p>
	Explore HRSA, WIA (workforce investment act) and other funding for enhancing preceptor development.	Apply for a grant that enhances recruitment and retention of nurses.	Mardy Taylor, Adda Alexander, Marty Enriquez, Rose Conner	<p>~ AzHHA HRSA grant will have an option next year for a three-year extension. If granted, will contain preceptor component.</p> <p>CLOSED</p>

Table 2: Strategic Map

Theme	Activity	Expected Outcome/Date	Responsible Party	Update / Status January 2006
	Clarify and enhance the work of preceptors. Enhance support in the work environment to orient and mentor students, new graduates, new employees traveling nurses, and programs to transition experienced nurses to new settings.	Create and disseminate template for model orientation, precepting, residency and mentoring programs.	Sandy Hughes	~ Arizona Healthcare Human Resources Association (AHHRA) is collecting data and program information from various existing programs across the nation. (DONE) ~ Will be conducting evaluation process of data obtained and making recommendations. (DONE) CLOSED. Promising Practices will be posted on the internet at a web site to be determined.
	Establish practices for transitioning new graduates into competent RNs.	Evaluate pilot residency program and incorporate into model precepting/residency program. Evaluate a national pilot residency program and a change in hours worked from 12 hour shifts down to 8 hour shifts.	Sandy Hughes, Marjorie Isenberg, Marty Enriquez	~ University Medical Center (UMC) participated in National pilot program. ~ Program results shared at the Arizona Nurses Association convention in September 2005. CLOSED

Table 2: Strategic Map

Theme	Activity	Expected Outcome/Date	Responsible Party	Update / Status January 2006
Improving the Work Environment	Identify excellent preceptors as future faculty.	Delineate criteria for selecting preceptors as future faculty and disseminate to clinical professors.	Linda Hunt, Fran Roberts, Lynn Maschner	~ UMC developing a program that could be shared. St. Joseph's Medical Center has also developed a model. ~ Information gathered regarding three unique programs for new grad mentoring / preceptorships. Costs and resources vary between programs. This information will be posted on the AzONE, AzNA and AzHHA websites. CLOSED
	Focus on improving the work environment in three areas where most nurses work: hospitals, long-term care, home health/hospice.	Share best practices on creating a positive work environment from different employment settings. Develop materials to help HCOs implement desirable nursing practice environments (repository of information)	Jayne Wilkins, Adda Alexander, Peggy McMacken, Peggy Mullan, Judy Sellers	~ Individual organizations collecting best practice data ~ Workgroup to meet to review data and collate work. Intend to compile for distribution. HCL workgroup on Best Practices/Promising Practices established. Results will be posted on web. CLOSED
	Promote educational session by AzNA on "what it means to be a professional nurse."	Increase presentations to clinical nurses, emphasizing the important contributions of nursing's voice and expertise.	Marty Enriquez, Marla Weston	~ Continued education provided through Arizona Nurses Association and Professional Advocacy ~ Program results shared at the Arizona Organization of Nurse Executives September 2005. CLOSED

Table 2: Strategic Map				
Theme	Activity	Expected Outcome/Date	Responsible Party	Update / Status January 2006
	Establish reward mechanisms for best practice facilities, including AzNA recognition and nomination by clinical nurses.	Expand existing award program to increase participation in nominations and recognitions.	Marla Weston	~ Awards given by the Arizona Nurse Association. CLOSED
	Establish an Arizona Center for Nursing as a venue for data collection on nursing to serve as a centralized repository of information on nursing and to provide resources for assisting nurses to navigate regulatory agencies.	Development of process and reports for reliable data about the need for nursing including projections for practice and education.	Marla Weston, Kathy Malloch, Pat Harris	~ Arizona Board of Nursing taking the lead on this and has been approved for one FTE to start the process. HCI will file to become a Workforce Center within national network of centers. Once accepted, an organizational structure will be established in cooperation with all stakeholders. Arizona State Board of Nursing Researcher position funded and will be hired CLOSED
	Continue to monitor activities in other states related to initiatives.	Communicate information to Arizona nurses	Marla Weston	~ Arizona Nurses Association continues to monitor and distribute information to the nurse membership via their electronic newsletters every other week. CLOSED

Table 2: Strategic Map

Theme	Activity	Expected Outcome/Date	Responsible Party	Update / Status January 2006
	Promote leadership education for clinical nursing supervisors.	Modify program based upon pilot and expand to statewide implementation by December 2004.	University of Arizona College of Nursing and Business, Marla Weston	~ Arizona Nurses Association continues to provide training through the Arizona Healthcare Leadership Academy program. ~ Six programs completed and additional offerings are scheduled. CLOSED
	Evaluate data collected on barriers to foreign educated nurse licensure.	Data evaluated at the end of the first cohort completing the program by August 2005.	Bertha Sepulveda	~ First cohort graduated in August 2005. Second cohort admitted August 2005. CLOSED
Removing Regulatory Barriers	Implement medication technician pilot study.	Implemented by August 2005.	Peggy Mullen	~ Curriculum, criteria for facilities and program protocols are developed. ~ Seeking funding sources ~ Six Long Term Care facilities are involved and supporting the program. Arizona State Board of Nursing will conduct research on Certified Medication Technician and patient safety and report to Legislature outcomes of the study in 2007. CLOSED
	Continue to monitor for other regulatory barriers.	Barriers identified on ongoing basis.	Joey Ridenour	~ Monitor as needed CLOSED